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# GOVERNMENT

FOUNDATIONS  
OF SUPERVISION

UNIVERSITY OF ILLINOIS-URBANA



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ADVANCED  
SUPERVISION

JUN 29 1977

# EMPLOYEES

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MANAGEMENT  
DEVELOPMENT

INTERPERSONAL  
COMMUNICATION

# MANAGEMENT

COMMUNICATION  
SKILLS

sponsored by

THE MANAGEMENT AND  
ORGANIZATIONAL  
DEVELOPMENT  
DIVISION

# SEMINARS

of the

STATE OF ILLINOIS  
DEPARTMENT  
OF PERSONNEL

William J. Boys, Director

## GENERAL INFORMATION

The 1977-1978 Management Seminars reflect a format sequentially arranged in such a way that training is provided on four levels of management.

For example, a person about to assume responsibilities as a supervisor (or those with less than a year in supervision) may enroll in "Foundations of Supervision." The more experienced supervisor, sensing a need for new viewpoints or a refresher course, may enroll in "Advanced Supervision." Each workshop consists of two action-packed and fact-filled days.

The three-day "Management Development Seminar" addresses itself primarily to professional managers, with concentration on their problems, challenges and goals---and how to provide leadership and support for their employees.

Efficiency and economy in State government--plus expertise in interpersonal relations--are important goals for all employees, particularly those in supervisory and managerial positions. These seminars emphasize such goals and seek to enhance the leadership skills of participants and to explore the behavioral science foundations upon which sound practice is built.

Participation is limited to employees of the State of Illinois. There is no charge for the programs but registrants will pay for coffee and be responsible for their own arrangements for meals, travel and lodging.

All of the seminars described in this brochure meet from 9 a.m. to 4:30 p.m. Those in Springfield meet in room 504 State Office Building, Spring and Monroe Streets. Those in Chicago meet in the Illinois Visually Handicapped Institute 1151 South Wood Street. Informal attire is suggested.

The Department of Personnel reserves the right to cancel or postpone seminars for which there is insufficient registration.

A separate announcement will be published for the January through June 1978 program offerings.

Note: Prospective registrants who wish counseling regarding course selection and sequence may confer with their personnel officers who have been furnished printed guidelines for that purpose.

## **Applying for Registration**

Registrations are handled by mail. The tear-off application should be returned promptly since some seminars are likely to be oversubscribed. (Classes are limited to 30.)

Please follow carefully the directions on the application form since it will also be used to notify applicants of action taken. Additional copies may be reproduced or secured from the Management and Organizational Development Division.

## **Other Programs Offered by the Management and Organizational Development Division**

### One-Day Management Seminars

In addition to the programs cited above, many single day seminars dealing with four specific areas of management will be given throughout the State of Illinois--in Carbondale, Peoria, Champaign, Chicago, Elgin, Springfield, Moline, and Edwardsville. Known as the "Statewide Employee Effectiveness Seminars," they are open to both state and local government personnel.

### Executive Development Program

The executive level of management is served by the "Administrative and Organizational Behavior Program," consisting of a week-long experience (for both state and local governmental administrators) in the lovely setting of Allerton Park near Monticello, Illinois.

### Management Institutes

The Institute program is being conducted in Springfield for the tenth season. These one-day conferences are held from 9 a.m. to 4 p.m. at Holiday Inn East, 3100 South Dirksen Parkway. They feature nationally known authorities and are free of charge to State employees who secure tickets through their agencies. Representatives from local/federal government, business and industry are invited to participate at a \$15 charge for each institute. Tickets must be secured in advance.

NOTE: Special brochures on all programs cited above may be secured by calling 217/782-6442.



## \* COURSE DESCRIPTIONS \*

### FOUNDATIONS OF SUPERVISION

#### A Seminar Designed TO:

- Familiarize those new in supervision--or those "on the way up"--with the basic responsibilities required of a supervisor.
- Provide new insights in "people management functions"--leadership, communications, motivation and appraisal.
- Teach supervisors to work smarter--not harder --to achieve organizational goals.

#### Content:

Supervision as an earned responsibility  
Cultivating the supervisor's outlook and approach  
Traditional and modern concepts of motivation  
Assumptions about people  
Exercising leadership  
Achieving two-way communication  
The Planning process  
The importance of setting objectives  
Work organization and delegation  
Appraising performance in terms of goals  
Coordination and control functions  
Activity vs. results-oriented supervision

July 12, 13 - Springfield  
August 23, 24 - Chicago  
September 13, 14 - Springfield  
October 4, 5 - Chicago  
November 15, 16 - Springfield  
December 7, 8 - Chicago

### ADVANCED SUPERVISION

#### A Seminar Designed FOR:

- Experienced supervisors who need to keep abreast of new expectations and requirements for the job of supervising.
- Enhancing the skills of a supervisor as an effective leader, communicator and planner.

(continued on reverse)

(Tear off and mail to pre-addressed office shown on reverse side.)

## APPLICATION FOR SEMINAR REGISTRATION

(Make certain full name and office address are printed in the box below.)

Dept./Agency (If not printed in box) \_\_\_\_\_

Office phone: AC \_\_\_\_\_ / \_\_\_\_\_ Title of Seminar \_\_\_\_\_

Date of seminar \_\_\_\_\_ Payroll title \_\_\_\_\_ Time in title: \_\_\_\_\_ yrs. \_\_\_\_\_ mos.

(Please type or print name and office address within area below. This form will be mailed back to you.)

Authorization for employee to attend by:

\_\_\_\_\_  
SIGNATURE - AGENCY APPROVAL

**Note:** You may reproduce this form if additional copies are needed. Use separate form for each seminar selected.

**Note:** Failure to complete form properly may result in delay or denial of registration.

**TO THE APPLICANT:**

This is to notify you of the action taken on your application for admission to our seminar program. If you have been registered and find that you cannot attend, please advise us promptly by telephone: AC 217/782-6442. Thank you for your interest in our services.

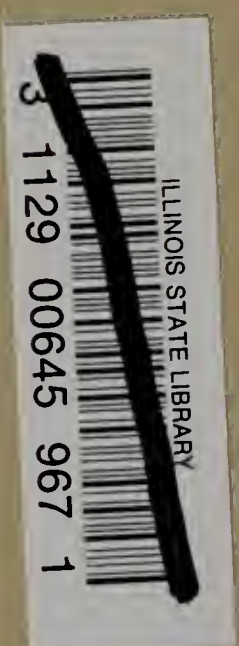
(This application may be put in window envelope and mailed to the Office pre-addressed below.)

**Illinois Department of Personnel  
Management & Organizational Development Division  
Fifth floor, State Office Building  
Springfield, Illinois 62706**

(This section for M&OD use only.)

- ☐ You are accepted and registered in the seminar of your choice.
- ☐ We are sorry but the seminar was filled prior to receiving your application.
- ☐ We regret that this seminar had to be cancelled/postponed.
- ☐ Application returned. (See remarks.)

Remarks:



- Techniques in developing a work climate which will foster job effectiveness through team effort.

Content:

Objectives of organizational communications  
 What a good communications program requires  
 Leadership styles--models and meanings  
 Training as a leadership function  
 Human relations, morale and discipline  
 Building a favorable organizational climate  
 Some standard personnel practices  
 Projective planning and priority setting  
 Formulating meaningful objectives

July 19, 20 - Springfield

August 16, 17 - Springfield

September 27, 28 - Chicago

October 18, 19 - Springfield

November 8, 9 - Chicago

December 13, 14 - Springfield

## MANAGEMENT DEVELOPMENT

### A Seminar Designed FOR:

- Managers whose scope of responsibility requires a broad understanding of organizational goals and how to achieve them.
- Developing expertise in the application of behavioral science concepts and techniques to managerial problems and processes.
- Determining and analyzing participants' management styles in their current job assignments.

Content:

Managers are in the "people business"  
 Problem solving and decision making  
 The Management Style Grid  
 Human nature and organizational realities  
 The purpose and scope of organizational development  
 Motivation and job enrichment  
 Staffing for organizational strength  
 Employee counseling and evaluation  
 Modification of objectives through periodic review



The cost-conscious manager  
Affirmative action administration and compliance  
The grievance procedure and union contract

August 3, 4, 5 - Springfield  
September 7, 8, 9 - Chicago  
October 25, 26, 27 - Springfield  
November 1, 2, 3 - Chicago

## INTERPERSONAL COMMUNICATION

State employees on all levels who desire to improve their communication skills should profit from this seminar. Lectures, visuals and group activities center on developing interpersonal relationships, listening ability, non-verbal and face-to-face communications. Barriers to effective communication--and how to overcome them--are discussed.

July 14, 15	October 12, 13
August 18, 19	November 28, 29
Aug. 31, Sept. 1	

(Offered only in Springfield.)

## COMMUNICATION SKILLS

Communicating effectively has sometimes been cited as the most important function of supervisors and managers. This workshop deals with both oral and written communication. Correct usage, style and format for business letters and reports constitute one unit. The second part stresses principles of effective speaking, including organization of presentations, voice modulation, use of notes and visual materials.

July 26, 27  
September 21, 22  
November 1, 2

(Offered only in Springfield.)